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ABSTRACT

This paper examines the organizational development and process phases of establishing a student recruitment system at Southeast Missouri State University which began when the student recruitment unit of the school was transferred to the Office of University Relations. The various components of Southeast's efforts in influencing a student's choice towards attending school are discussed. Each of the four phases of recruitment is briefly outlined; these phases are: Awareness, Inquiry, Application, and Matriculation. The awareness phase is intended to pique a prospective student's interest in the university. The inquiry phase involves the school's response mechanism when a prospective student makes initial contact. The school's handling of a student who has applied for admission comprises the applicant phase, and student orientation is involved in the matriculation phase. It is noted that the previous declining enrollment of high school students has not only stabilized, but the quality of the entering classes has been enhanced. An appendix contains charts showing basic influencing factors in choosing a college and projected enrollment at Southeast, as well as photocopies of 1991 news clippings about the school's enrollment activity. (GLR)

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STUDENT RECRUITMENT - UNIVERSITY RELATIONS

A Unique Organizational Paradigm

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HE 025 480

In October, 1989, New Student Relations, the student recruitment unit for Southeast Missouri State University, was transferred from the Division of Student Services to the Office of University Relations. The possibility of the transfer had been discussed for over a year but had been postponed due to transition which was occurring in senior-level administration. When the transfer was made, the purpose was two-fold: (1) to permit Student Services to give more attention to such areas as retention and residence halls and (2) to begin building an enrollment management foundation for the University.

The challenge was clear. Enrollment at Southeast had been declining; there was a dwindling pool of available high school seniors nationally and within the service region; and competition for students was intensifying dramatically.

First, a brief profile of Southeast Missouri State:

Public, comprehensive university established 1873 as a State Normal School
Cape Girardeau (40,000) on Mississippi River about two hours from St. Louis, three hours from Memphis, four hours from Nashville

Approximately 9,000 students
One-third from St. Louis
One-third from local/adjacent counties
Remainder from throughout the nation/world
Nationally recognized University Studies (General Education) and Teacher Education Programs
Strong Athletic Program
Recent move to NCAA Division I and Ohio Valley Conference

Two other factors about the University are important to note in this context. First, various studies already had been conducted at Southeast (both internally by faculty and by external enrollment management consultants) regarding enrollment. Further, the demographic picture was quite clear, particularly in the prime service area. The number of high school graduates has been declining and will continue for at least the next three years. Secondly, the University had been giving a great deal of attention to strengthening its academic programs (University Studies, Teacher Education, individual program accreditations).

For the most part, then, the University was in a "marketing mode." Market research had been done, the "Price" was affordable, the "Place" was an attractive, well-maintained campus, and the "Product" had been strengthened. What seemed to be lacking was a consistent, up-to-date "Promotion" component as a catalyst to bring it all together. Interestingly, and perhaps ironically, educational institutions have tended to look at "promotion" first and in isolation in the form of television/radio/print

advertising and/or "quick-fix" enrollment consultants rather than building a solid foundation. At Southeast, some of the foundation already had been built.

As the transfer was made, two priorities were established:

1. What could be done immediately to stop the enrollment decline?
2. How could the University best create a solid base for the future which could lead to the full concept of enrollment management?

The President at that time gave his full support and commitment to the effort, and the current President has continued with her full support and commitment. Had that not been the case, the effort would have been destined for failure.

The process encompassed seven components:

A. Hire a new Director of New Student Relations;
B. Establish set enrollment goals, including quantity and quality;
C. Establish a team of Admissions Counselors who would represent and aggressively market the institution;
D. Establish a systematic, comprehensive direct mail program;
E. Coordinate and expand the high school visitation/college fair program;
F. Revise the scholarship program;
G. Strengthen on-campus "college days," campus tours, school counselor relations, and other related activities.

Because of the urgency, it was felt that the best choice of someone to direct the effort would be a person who knew the University well, who was familiar with circumstances surrounding the effort, and who was generally knowledgeable about current student recruitment practices. As it turned out, the Director of Publications had worked closely with the previous Director of New Student Relations in such efforts as developing recruitment packets, mailing lists, etc. She agreed to take the position on an interim basis.

She immediately set about hiring an "Admissions Team." Recruiters who had been part of the unit were apprised of impending changes, and each made determinations as to whether he/she would continue in the prescribed role. At the same time, several new persons were being hired and trained.

According to research done by The College Board and reaffirmed by others, the top four factors influencing college choice are visiting the campus, parental influence, mailed materials, and college representatives. These have become the thrust of the recruiting effort at Southeast. These are the primary elements which come together into the traditional "Recruitment Funnel" with its four phases: Awareness, Inquiry, Application, Matriculation.

The purpose of the "Awareness Phase" is to pique a prospective student's interest in the University. Often called a "search process," it is an attempt to

"search" for interested students. In a sense, these students are "suspects." Nationwide, about 85 percent of students will go to college within 150 miles of home, so the process is designed primarily within these parameters. Notable exceptions are academic programs which have national-draw potential. For example, the Historic Preservation program at Southeast is one of only four in the nation.

The cornerstone of this phase is direct mail since it is the most cost-effective way to reach large numbers of people. At this point, because students have met predetermined criteria (ACT score, geographic region, major), the University is interested in them. Ways of collecting these suspects are through ACT lists; referrals from other students, counselors, and alumni; college fairs; and general telephone/letter inquiries.

The "Inquiry Phase" is when the suspect takes initiative and responds. Once a person makes contact, he/she is identified on the data base, and a specialized series of publications are keyed to be sent. The Admissions Counselors become critical at this stage since the approach now becomes more personal as they correspond, visit the respective high schools, and greet these students when they come on campus. As a side-note, the on-campus visits with the campus tours are measurably effective at Southeast. Nearly 70% of those who visit the campus apply for admission.

The "Applicant Phase" is the point at which it appears that the University has met the students' criteria/needs (major, cost, location, ambience, parental approval, etc.), so they apply. The recruitment responsibility now is to intensify the personalization (know each other by name) and maintain a series of meaningful contacts. Especially important is to convey specific information about orientation, housing, advising, and enrollment processes.

The last phase is actual "Enrollees." This is a process-oriented phase; students actually show up in August for the first week of classes.

What was the advantage of amalgamating student recruitment into a university relations context? (1) It brought many of the common elements into one decision center, one with an emphasis on internal/external affairs, marketing, advertising, and publications. Thus, it was easier to integrate elements such as advertising, photography, and video production into the recruitment process. Also, other support services, such as special events coordination and sports information, could be called upon more expeditiously. (2) It gave Student Services greater opportunity to strengthen the areas of retention, residence life, student activities, and student support programs.

What has been the end result since the transition? Overall enrollment has stabilized, and, perhaps more importantly, the quality of the entering classes has been enhanced. Perhaps the best indicators of the latter are the following:

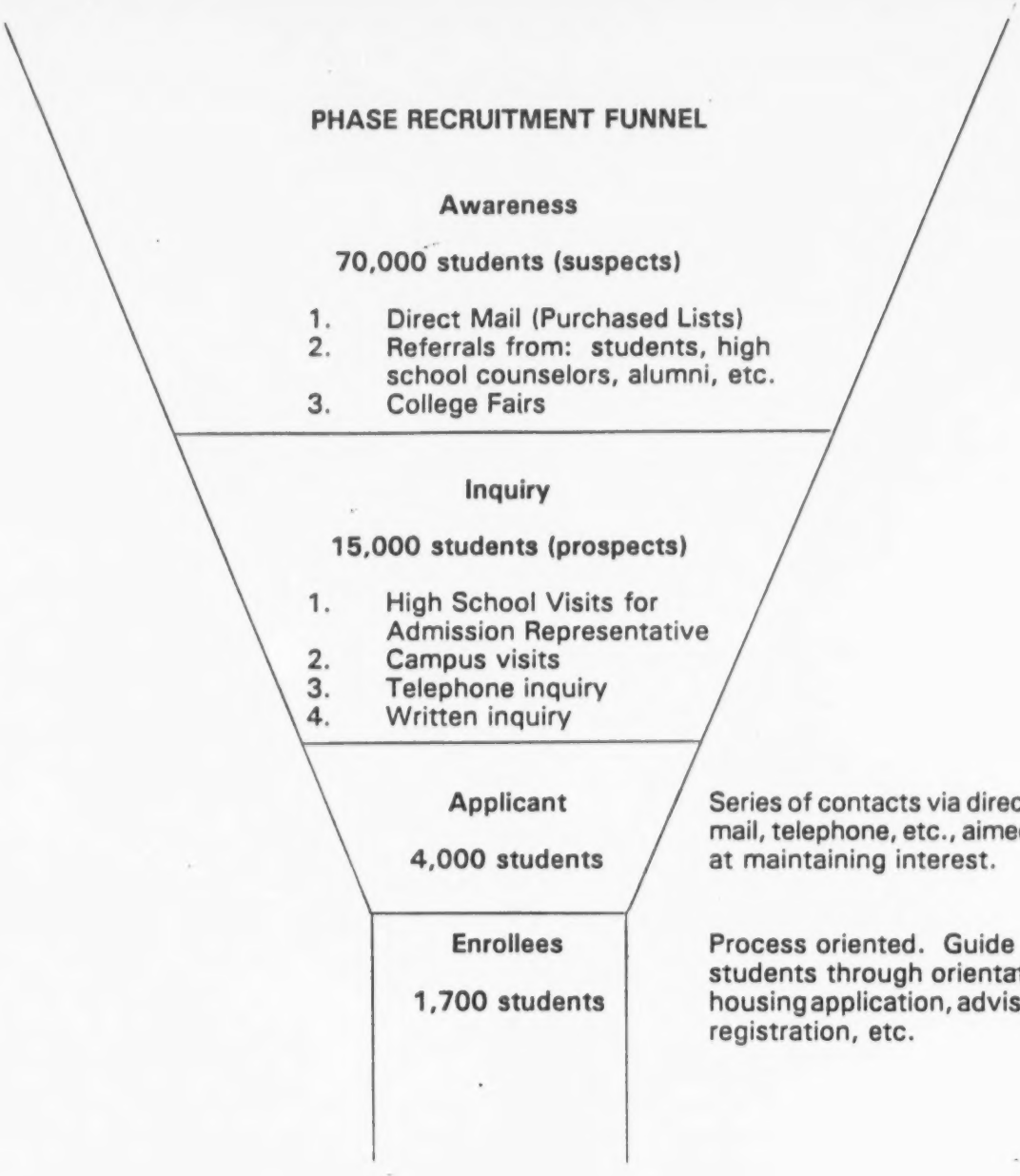
1. The average ACT of the entering Freshmen is up one full point from Fall, 1990, to Fall, 1991 (20.5 to 21.5).
2. This is the highest ACT average in the last five years.
3. Approximately 75% of the 1991 Freshmen had ACT scores of 19 or above, as compared to only 61% in 1990.
4. In Fall, 1991, Southeast enrolled 53 "Governor's Scholars" (the largest group ever) with an average ACT of 30+.

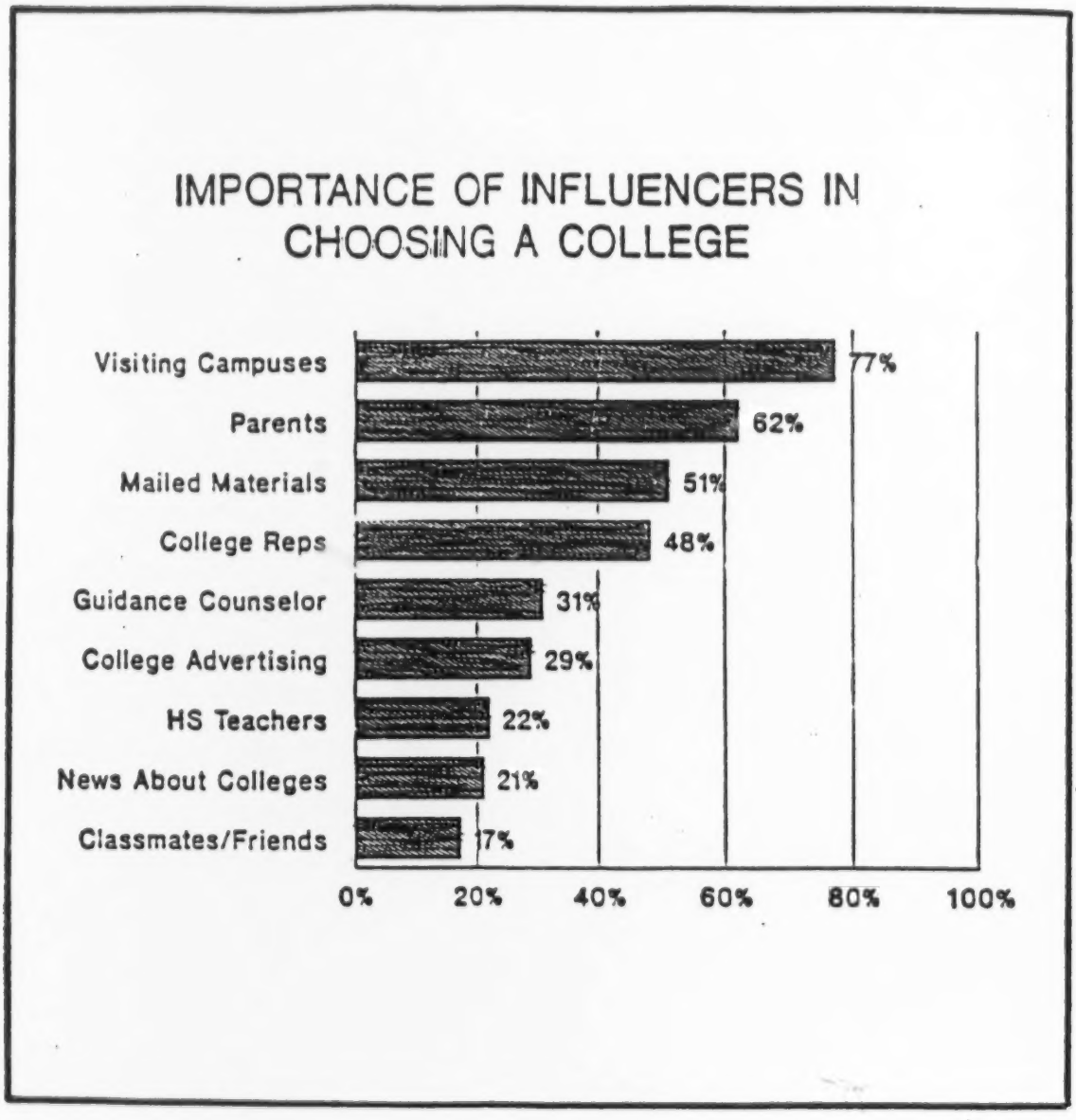
Southeast's enrollment goals 1990-1995 are to have 1,900-2,000 Beginning Freshmen with a 50/50 male-female mix, a minority enrollment of 5%-10%, and an average ACT of 22. The targeted mix is projected at 50% 17-22 ACT; 35% 22-26 ACT; and 15% 27+ ACT.

Could the successes have occurred without the transfer? Perhaps. However, each institution must weigh what is best for it at a given point in time given such variables as faculty/staff climate, fiscal resources, human resources, historical perspective, and timing. These all were factors at Southeast.

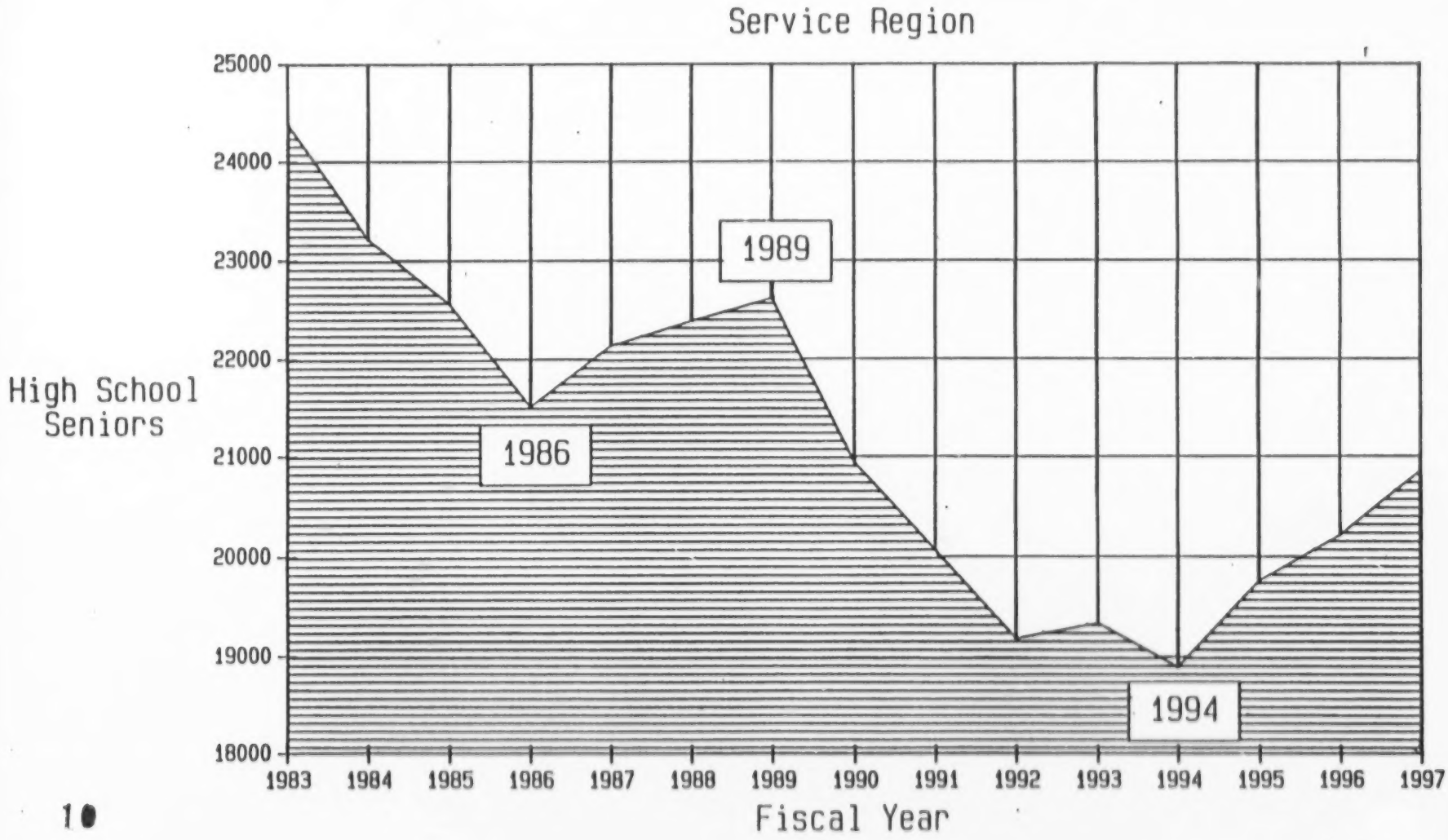
It is likely that, following the reorganization of the Student Affairs Division which is currently underway, student recruitment will return to its original "home" and/or to an enrollment management unit. Meanwhile its foundation will have been strengthened. In the final analysis, the success, regardless of organizational pattern, rests with the support and leadership from the top administration coupled with a dedicated, loyal, risk-taking, hard-working staff.

APPENDIX


PHASE RECRUITMENT FUNNEL
Awareness
70,000 students (suspects)
1. Direct Mail (Purchased Lists)
2. Referrals from: students, high school counselors, alumni, etc.
3. College Fairs
Inquiry
15,000 students (prospects)
1. High School Visits for Admission Representative
2. Campus visits
3. Telephone inquiry
4. Written inquiry
Applicant
4,000 students
Series of contacts via direct mail, telephone, etc., aimed at maintaining interest.
Enrollees
1,700 students
Process oriented. Guide students through orientation, housing application, advising, registration, etc.


IMPORTANCE OF INFLUENCERS IN CHOOSING A COLLEGE
Visiting Campuses
Parents
Mailed Materials
College Reps
Guidance Counselor
College Advertising
HS Teachers
News About Colleges
Classmates/Friends
77%
62%
51%
48%
31%
29%
22%
21%
17%
0%
20%
40%
60%
80%
100%

PROJECTED HIGH SCHOOL GRADUATES IN SOUTHEAST MISSOURI SERVICE REGION



Southeast Missourian
9/19/90

Enrollment final at Southeast up 3.4%

CAPE GIRARDEAU — Fall enrollment at Southeast Missouri State University is up 3.4 percent over last fall's total, final enrollment figures show.

Dr. Fred Snider, dean of admissions and records, said Tuesday that the census enrollment figure shows 8,816 students at Southeast compared to 8,528 last year, an increase of 288 students.

Art Wallhausen, assistant to the president, said 341 students enrolled after the first day of classes this fall when enrollment stood at 8,475.

Of that increase, 137 are undergraduate students and 204 are graduate students, Wallhausen said.

This fall's final enrollment figure is the highest fall semester enrollment at the university since 1986, when enrollment stood at 8,856, Southeast officials said.

Census enrollment figures are based on the number of students enrolled at the end of the semester's fourth week, explained Snider.

That is the deadline for students to withdraw from the university and still receive a partial refund of their fees, he said. The fourth week of classes ended Friday.

Undergraduate enrollment increased by 114 students over the 1989 figure and graduate enrollment rose by 174 students.

Wallhausen termed the increased enrollment, "a significant upturn."

As of Friday, a total of 3,069 freshmen students were enrolled at Southeast, compared to 3,021 last year, officials said.

He said university officials hope to see enrollment return to the 9,000 level. "It's certainly a reachable goal," he stated.

Southeast's enrollment peaked at 9,189 in 1984 and had generally been declining until this year.

University enrollment grows

Officials report 167 more students for spring classes

By Mark Bliss
Staff Writer

CAPE GIRARDEAU — More students are enrolled at Southeast Missouri State University this spring semester than was the case a year ago.

As of Monday, the first day of classes, a total of 7,646 undergraduate and graduate students were enrolled, an increase of 2.3 percent or 167 students over last year's first-day headcount of 7,479.

The headcount consisted of 7,077 undergraduates and 569 graduate students. Last spring, undergraduates totaled 6,917, while graduate enrollment stood at 562.

University officials released the enrollment figures Wednesday. Students still have time to enroll and final enrollment figures won't be determined for several weeks.

Kala Stroup, Southeast's president, called the enrollment figures "encouraging."

In a prepared statement released Wednesday, Stroup said: "To see an enrollment increase this past fall and again this spring reaffirms our efforts in student recruitment and in providing a quality classroom experience for our students.

"A survey was done of freshmen students this past fall. The number one reason they identified for selecting Southeast was its 'outstanding academic programs.'"

Said Stroup, "The enrollment increases this past fall and now this spring reflect the strength of the academic programs at Southeast — students really are interested in a quality educational experience — and they reflect the hard work of New Student Relations and others in getting that quality message to prospective students."

Last fall, the headcount after the first day of classes stood at 8,475, up 2.7 percent over the previous fall semester enrollment total of 8,253.

James Biundo, director of University Relations, said, "We feel very positive about the enrollment trends."

Biundo said there are a number of encouraging signs about the enrollment figures.

For one, the increase in the spring enrollment is in contrast to last spring, when enrollment for the first day of the semester was slightly below the 1989 spring semester figure.

"Enrollment had been down slightly," said Biundo.

Southeast has put a major emphasis on new student recruitment over the past year.

The enrollment increase, he said, "shows that the hard work is paying off."

In addition to total enrollment, the number of full-time equivalent (FTE) students is also up over the 1990 spring semester enrollment figure.

FTE enrollment this semester stands at 6,447, an increase of 154 over last spring's total, Biundo said.

In 1990, the number of FTE undergraduates totaled 6,074. This spring, the number stands at 6,220.

In 1990, the number of FTE graduate students totaled 219. This year, the number stands at 227.

"Sophomore, junior and senior classes all showed increases," said Biundo.

The number of freshmen students reflected a slight decrease as compared with last spring's enrollment figure.

A total of 1,945 freshmen were enrolled at Southeast last spring. This year, 1,890 are enrolled, a decrease of 55.

But the number of beginning freshmen, which is included in the total freshmen figure, has increased. As of Monday, 217 beginning freshmen were enrolled compared to 185 at this time last year.

"I feel that is a good sign," remarked Biundo. "Overall, it's encouraging, with New Student Relations' efforts directed primarily toward the beginning freshmen, to see that type of increase. We think it is a very positive step."

The number of sophomores increased from 1,620 in 1990 to 1,661 this spring.

The number of juniors climbed from 1,404 last spring to 1,476 this semester.

Senior enrollment increased from 1,584 in 1990 to 1,646 this spring.

Spring enrollment figures at Southeast are in

	Spring 1991	Fall 1990	Spring 1990
Total first-day count	7,646	8,475	7,479
Undergraduate count	7,077	7,792	6,917
Graduate count	569	683	562
Full-time equivalent	6,447	7,094	6,293
Beginning freshmen	217	1,664	185
All freshmen	1,890	3,032	1,945

*Figures released Wednesday by University officials

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Enrollment increases

Southeast Missouri State University enrollment rises for the spring semester.
Page 2A

Southeast teams win

Southeast Missouri State Indians and Otahklans win at Missouri Southern Wednesday.
Page 1B

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June 19, 1991

University enrollment is up

More than 2,800 students are enrolled in the eight-week summer session at Southeast Missouri State University. The session began Tuesday.

Art Wallhausen, assistant to the president at Southeast, said that headcount enrollment for the first day stood at 2,828, an increase of 139 over the 2,689 students enrolled as of the first day of the session last year.

A total of 2,295 undergraduates and 533 graduate students are enrolled in the session.

Wallhausen said the number of undergraduates is up 246 over the same period last year, when 2,049 were enrolled.

The number of graduate students is down by 107 from the 640 who were enrolled in the regular summer session last year.

The full-time equivalent enrollment stood at 1,997 Tuesday, an increase of 99 over last year, Wallhausen said.

Summer enrollment, he said, doesn't change much from year to year. "It is usually fairly constant," said Wallhausen.

But while summer enrollment doesn't begin to compare with fall and spring enrollments, Wallhausen said that the number of students who attend summer classes is still sizable.

"You have 3,000 people here. That's a pretty good size little college" in terms of just the summer enrollment, said Wallhausen.

The eight-week session ends with final exams on Aug. 8 and 9. Summer commencement will be held Aug. 9.

The regular summer session follows the four-week pre-session. A total of 1,308 students were enrolled in the pre-session as of the first day of classes last month. That total consisted of 1,190 undergraduates and 118 graduate students.

Enrollment of undergraduates up at university

By Mark Bliss
Staff Writer

Fall semester undergraduate enrollment is up slightly at Southeast Missouri State University, but total enrollment decreased, university officials said Tuesday.

Headcount enrollment declined by 95, but undergraduate enrollment increased by 71 and total full-time equivalent enrollment (FTE) was up by 44 over last fall's first-day enrollment, university officials said.

The headcount after the first day of classes Monday stood at 8,380, down from the 8,475 students who were enrolled last year.

See ENROLLMENT, Page 9

Last year's fall enrollment was up over 1989, reversing a trend of declining enrollments at the school.

Art Wallhausen, assistant to the president at Southeast, said the lower enrollment this fall is a result of 166 fewer graduate students being enrolled in classes compared to the same semester last year.

A total of 7,863 undergraduate students were enrolled as of the first day of classes Monday, up from 7,792 last year.

FTE undergraduate enrollment stood at 6,918, up from 6,861 last year.

Total FTE enrollment stood at 7,137, up from 7,093 last year.

Wallhausen said university officials are pleased with the enrollment totals.

"I think the enrollment figures are very good news," he said. "Overall, I think everyone is very encouraged by the numbers. They don't show a major loss because of (rugher) admission standards. It shows that student recruiting efforts have paid off once again."

Wallhausen said the university rejected about 450 student applicants for the fall semester because they didn't meet the strengthened admission standards.

He said the university concentrates on recruiting undergraduate students, not graduate students.

"The success of the recruiting effort and the admission requirement impact is really shown with the increase in undergraduate headcount and FTE," said Wallhausen.

He said the decrease in graduate enrollment was primarily in the area of unclassified graduate students. "Unclassified graduates are primarily teachers who come to the university and take one night class or one off-campus class; usually a two- or three-hour course that will help them go up on the salary schedule at their schools."

As to undergraduates, the total number of beginning freshmen stood at 1,584 Monday, down from 1,664 last fall.

Returning freshmen students totaled 1,267, down from 1,368 last year.

But more sophomores, juniors and seniors were enrolled than for the 1990 fall semester, enrollment figures showed.

There were 1,764 sophomores enrolled, compared to 1,707 last year. A total of 1,493 juniors were enrolled, compared to 1,365 last fall. And 1,546 seniors were enrolled for the first day of classes, compared to 1,517 last year.

Wallhausen said the increase in total FTE enrollment shows that students are taking more classes.

FTE undergraduate enrollment is calculated by taking the total number of credit hours being taken by students and dividing by 15. The graduate FTE enrollment figure is calculated by dividing the credit hours figure by 12.

Wallhausen said the calculations assume that a full-time undergraduate would take 15 hours of classes while a full-time graduate student would take 12 hours of classes.

Wallhausen emphasized that the enrollment figures released Tuesday are only first-day figures. "People can still register for classes between now and Friday, so these figures will change," he said.

He said enrollment could increase by 300 to 500 students by the Sept. 20 final census date.

Last fall, the final enrollment was slightly more than 8,800.

Wallhausen said he is "cautiously optimistic" that the university will end up having about the same final fall enrollment this year.

Southeast Missouri Fall Enrollment

Headcount Figures

Beginning Freshmen	
1991	1,584
1990	1,664
Freshmen	
1991	1,267
1990	1,368
Sophomores	
1991	1,764
1990	1,707
Juniors	
1991	1,493
1990	1,365
Seniors	
1991	1,546
1990	1,517
Graduate Students	
1991	517
1990	683
Total Headcount	
1991	8,380
1990	8,475

SOUTHEAST MISSOURIAN

Opinion

Quantity to quality: a proper education step

At the secondary school level, emphasis has been placed in recent years on "at-risk" students, those in danger of dropping out before receiving diplomas. At the level of higher education, we expect students to weigh their own risks; they pay their money and take their chances. Still, it is instructional — for taxpayers and out of institutional interest — to track the numbers of those who complete college educations. Recent statistics on completion rates show Southeast Missouri State University as an institution on the right track but with some work yet to do.

Understand first that the completion-rate study of Missouri four-year state institutions, compiled by the Coordinating Board for Higher Education, includes campuses of varying sizes and missions. The regional nature of Missouri's public university system, with shifting populations and fluid economies, might also affect an analysis of students who begin their academic pursuits at one location but don't finish there.

The study, beginning with the fall semester of 1982 and ending in the spring of 1988, showed that 39 percent of full-time students entering Southeast Missouri State completed degrees in Cape Girardeau in six years. This number put the university in the middle range of state institutions, ranking behind campuses in Rolla, Columbia (both with 53 percent), Kirksville, Maryville and Warrensburg. The Cape Girardeau school ranked ahead of large University of Missouri campuses in St. Louis and Kansas and the rapidly growing Southwest Missouri State University in Springfield.

As a practical matter, the individual campuses may have reasons for their institutions' rankings. Schools that have no engineering programs, for example, may educate students for a couple of years before sending them off to Rolla for their special discipline; it would alter these statistics, but it can't be viewed as a mission unmet. Still, Charles McClain, Missouri higher education commissioner, is concerned by the numbers, feeling enrollment growth has for too long taken precedence over educational "outcomes."

We accept the reasoning at Southeast Missouri State that years shown in the study represent a problem that has since been recognized and addressed. Working with high schools in the service area, the university has raised its admission standards in recent times; where no students were denied admission to Southeast in 1982, 450 applications have been rejected for this fall's semester because of academic inadequacies.

The low number of those completing degrees once they've begun academic pursuits at Southeast Missouri State should get the attention of administrators on the hill. It bears assessment. Beyond that, we applaud the escalation of admission standards, believing that the university with a strong reputation for academics will ultimately draw students in sufficient numbers. The general trend to quality from quantity is heartening.

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Southeast Missourian

Sept. 25, 1991

Southeast fall enrollment up 35 students

Final enrollment figures at Southeast Missouri State University show an increase of 34 students in the fall full-time equivalency (FTE) total, university officials said Tuesday.

The figures are based on an official census after the first four weeks of fall semester classes, university officials said.

Southeast's total FTE enrollment stands at 7,215, up from 7,181 last fall. Total semester credit hours also are up by 584 at 107,420, compared with 106,836 at this time last year.

Total undergraduate headcount stands at 8,004, up 75 from 7,929 last fall. The university registered enrollment increases in the sophomore, junior and senior classes. Beginning freshmen and freshman enrollment declined from last year.

Total undergraduate semester credit hours also are up by 848 at 104,216, compared to 103,368 last fall, officials said.

In addition, Southeast's undergraduate FTE, currently at 6,948, has surpassed last fall's FTE of 6,892, university officials said.

Meanwhile, total university headcount dropped 100 to 8,716 this fall, compared to 8,816 last fall. University officials have attributed the decline to fewer graduate students.

Total graduate headcount enrollment stands at 712, down 175 from last year's total of 887 graduate students, university officials said.

More women than men attend Southeast, enrollment figures show. Enrollment of female students stands at 5,028, compared to 3,688 male students.

Last fall, 5,168 female students were enrolled at Southeast and 3,648 male students were enrolled, records show.

It was also announced this week that enrollment at the Bootheel Education Center in Malden has surpassed 1,000.

The total enrollment of students at the center from Three Rivers Community College of Poplar Bluff and Southeast Missouri State University stands at 1,014, an increase of 30 percent over the previous record enrollment for the 1991 spring semester, said Karen Wheeler, director of the center.

Students enrolled in credit courses at the center come from 36 communities throughout the area. Although some students commute from as far away as Williamsville, Wappapello and Puxico, 95 percent of the center's students live within a 30-mile radius of Malden, she said.

Enrollment

Southeast headcount rises by 14

Total headcount at Southeast Missouri State University for the spring semester is up 14 from a year ago, university officials said Tuesday.

"I think we are pleased that undergraduate enrollment is up slightly from last year," said Art Wallhausen, assistant to the president at Southeast.

As of the first day of classes Monday, the total headcount stood at 7,660, up from 7,646 in January 1991. Total full-time equivalency (FTE) enrollment climbed by 84, from 6,447 at the start of the 1991 spring semester to 6,531 at the start of this semester's classes.

Undergraduate headcount at Southeast totaled 7,166, an increase of 89 from a year ago. Undergraduate FTE enrollment stood at 6,323 Monday, an increase of 103 over the 1991 spring semester total, university officials said.

University officials said there are 494 graduate students enrolled for the spring semester, 75 fewer than a year ago. Graduate FTE enrollment was 208 Monday, a decrease of 19 from a year ago.

> 'As long as we are making steady gains and at the same time improving quality in admissions policy changes, I think it is all very positive.'
>
> **- Art Wallhausen**

Students can enroll for spring semester classes through Friday.

Of the enrollment figures, Wallhausen said, "It's stable on the positive side and that's good at this point."

"The retention looks good," he added. "We have a large senior class, up about 90."

As of the first day of classes, there were 1,736 seniors, up from 1,646 a year ago.

Sophomore and junior classes also showed an increase from the 1991 spring semester.

As of Monday, 1,509 juniors were enrolled compared to 1,476 last spring; and 1,690 sophomore were enrolled compared to 1,661 in 1991.

A total of 1,890 freshmen were enrolled as of Monday, compared with 1,898 as of the start of classes last spring, officials said.

Wallhausen said it's hard to forecast long-term enrollment trends on the basis of spring enrollment figures.

But he said university officials are pleased with the stable enrollment at a time when Southeast has been strengthening its admission requirements.

"As long as we are making steady gains and at the same time improving quality in admissions policy changes, I think it is all very positive," Wallhausen said.

SOUTHEAST MISSOURIAN, Cape Girardeau, Mo., Thurs., Jan. 16, 1992--Page 9A